

## Proposed Recommendations

This report includes nine recommendations that the Housing Task Force (HTF) may consider forwarding to the Board of Supervisors (BOS). While the recommendations are primarily focused on meeting the basic needs of sheltered and unsheltered homeless persons and families, some permanent housing activities are included. Most of recommendations contain multiple actions which support one or more component of the local continuum of care:

- Permanent Supportive Housing (PSH)
- Rapid Rehousing programs (RRH)
- Homelessness Prevention programs (HP)
- System Coordination and Infrastructure including outreach, the Homeless Management Information System (HMIS), housing development, coordinated entry, performance management and connection to mainstream systems of care
- Emergency shelter (ES), transitional housing (TH) and services to meet basic needs.

Depending on the HTF's final recommendations to the Board, some of the actions could be consolidated during the implementation process. Finally, the HTF's final recommendations would also shape the Administration's request for resources to implement and manage the additional services.

### Summary of Recommendations

	<u>Recommendation</u>	<u>Ongoing</u>	<u>One-Time</u>	<u>Total</u>
1	Expand the Emergency Shelter and Transitional Housing System	\$1,000,000	\$8,000,000	\$9,000,000
2	Establish Housing Fast Funds for the Supportive Housing System	\$800,000	\$0	\$800,000
3	Pilot Safe Parking Program	\$450,000	\$100,000	\$550,000
4	Consolidate and Expand Homelessness Prevention Programs	\$1,500,000	\$200,000	\$1,700,000
5	Expand the County's Capacity Building Grant Program	\$1,000,000	\$1,000,000	\$2,000,000
6	Temporary and Permanent Housing Programs Using Unconventional Facilities and Structures	\$200,000	\$810,000	\$1,010,000
7	Rapid Rehousing for Families with Children and Homeless Individuals	\$3,000,000	\$3,000,000	\$6,000,000
8	System-Wide Improvements	\$810,000	\$0	\$810,000
9	Communitywide Campaign to End Veteran Homelessness	<u>\$4,300,000</u>	<u>\$100,000</u>	<u>\$4,400,000</u>
		\$13,060,000	\$13,210,000	\$26,270,000

**Recommendation 1 – Expand and Improve the Emergency Shelter and Transitional Housing System.** This set of recommendations focuses on ensuring that all existing shelter and transitional housing facilities are available and accessible to homeless individuals and families. Throughout the County, several facilities are underutilized due to lack of funding or coordination.

#	Description	Est. Cost	Impact	Est. Timing
1a	Ensure that the annual operating expenses of the Boccardo Reception Center, Commercial Street Inn, Julian Street Inn, Montgomery Street Inn and the Villa are fully funded. Work with County departments to optimize any existing funding for the five sites in order to improve and increase access to services.	\$2.5M annually (Net of \$1.0M, \$1.5M budgeted)	Adds about 250 beds (including 83 for families). Would improve or increase services for seriously mentally ill and medically fragile people.	All services would be available on or before Nov. 1.

#	Description	Est. Cost	Impact	Est. Timing
1b	Direct the Administration to consolidate management and funding for ES/TH under the OSH.	NA	Reduce administrative burdens on County and provider staff; improve oversight and utilization of existing ES and TH programs.	Fully implemented in 6 months.
1c	<p>Upon completion of the Destination: Home Facility Asset Study, identify other shelter facilities that are underutilized.</p> <p><b><u>Additional facilities and sites could include:</u></b> The Haven, Sobrato House, Family Supportive Housing, the Peer-Run TAY Inn.</p>	TBD	Would likely increase ES and/or TH for homeless youth and transition age youth (TAY).	Return to the HTF in October.
1d	<p>Direct the OSH to facilitate the development of permanent supportive housing projects with year-round interim housing units in North County and South County using a model similar to the “Connections” project in San Diego and the proposed downtown San Jose supportive housing project.</p> <p><b><u>Potential sites in South County include:</u></b> the County-owned San Martin Government Center, a Morgan-Hill parcel that is partially owned by VTA, the Ochoa Migrant Farmworker site, 10 acres of County owned property at the corner of Church and New, and the current location of the Gilroy Compassion Center.</p>	TBD	Would increase permanent housing, services and interim housing / shelter in underserved regions of the County. Benefits could include creating year-round shelter-like services in North and South County.	Provide status report to the BOS in conjunction with annual updates regarding the Community Plan to End Homelessness. (January 2016)
1e	Set aside funding for the acquisition of hotels and motels that could be used as interim housing or transitional housing. <b>In addition to the Plaza Hotel in San Jose, County staff has identified another (undisclosed) potential site.</b>	\$8M	Increase interim and supportive housing for homeless persons.	Depending on negotiations, a purchase agreement could be finalized within 3–6 months.

**Recommendation 2 – Establish Housing Fast Funds for the Supportive Housing System.** These recommendations augment the shelter system and permanent housing programs with flexible funding in order to meet household’s pressing and varied needs. The County’s coordinated entry program for chronically homeless persons uses a Housing Fast Fund to help fund a variety of needs including interim housing (e.g., motel rooms), pay for rental application fees, and social detoxification programs.

#	Description	Est. Cost	Impact	Est. Timing
2a	Implement a motel voucher program to augment the shelter system to serve homeless families and individuals with disabling conditions. Program would include coordination and limited services.	\$500,000 annually (Approx. \$100 per room per night)	Static capacity of 10-15 motel rooms.	Within 4 - 6 months. Could augment existing contracts or utilize Board exception.
2b	Provide flex funding to help meet self-sufficiency and basic needs of households who are participating in shelter programs, transitional housing programs, RRH or PSH. The fund would reimburse service providers for helping their clients with rental application fees, transportation needs, communication needs, etc.	Allocate \$300,000 annually:  -\$150K for RRH -\$150K for ES/ TH	Increase the housing rate of RRH, PSH and ES/TH programs.	Within 4 - 6 months. Could augment existing contracts or utilize Board exception.

**Recommendation 3 – Pilot Safe Parking Program.** These recommendations are intended to improve the safety and quality of life for homeless individuals and families who are living in cars, trucks and RVs. On any given night in Santa Clara County, over 1,000 homeless persons seek shelter in their vehicles.

#	Description	Est. Cost	Impact	Est. Timing
3a	<p>Establish two safe parking sites in Central County, one site in North County and one site in South County with a total capacity of serving between 60 and 100 vehicles per night. The program would provide participants with access to restrooms, limited food and supplies and auto repair and gas. Some effort would be made to provide access to showers and laundry facilities.</p> <p>County staff would coordinate with staff from the City of San Jose (and potentially other cities) to implement a modified vendor selection process since there were no proposals when the City of San Jose issued its “Basic Needs” RFP.</p> <p><b><u>Potential sites include:</u></b></p> <ul style="list-style-type: none"> <li>- The parking lot identified by San Jose in its RFP for Basic Needs,</li> <li>- Underused VTA park and ride lots;</li> <li>- County-owned parking lots including the one at Camden and Blossom Hill, Berger Drive, the San Martin Government Center, and County owned lots surrounding the San Jose Medical Center site.</li> </ul>	<p>Annual cost for 100 “spots” approx. \$450,000</p> <p>One-time startup costs \$100,000 (TBD).</p>	<p>Up to 100 persons would have a safe place to park their vehicles each night and would have some of their basic needs met. Moreover, the individuals would be connected to programs that could help them obtain stable housing or improve their income.</p>	<p>A San Jose site could be operational in 3 – 6 months. Remaining sites could be operational within 6 months if jurisdictions or private property owners were to authorize use of their parking lots.</p>

**Recommendation 4 – Consolidate and Expand Homelessness Prevention Programs.** Current homelessness prevention or emergency assistance programs are extremely limited in how much direct financial assistance they can provide and how much case management and technical assistance (e.g., landlord mediation) they can offer. Moreover, the various programs, which are mostly operated through the Emergency Assistance Network (EAN), are not fully coordinated with the local homelessness continuum of care or other homeless prevention programs. Finally, there are limited studies on the efficacy of homelessness prevention programs. This set of recommendations is intended to develop a strong coordinated network of service partners who could fully serve individuals and families who are on the brink of entering emergency shelters or living on the streets.

#	Description	Est. Cost	Impact	Est. Timing
4a	Direct the Administration to consolidate management and funding for County HP programs under the OSH.	NA	Reduce administrative burdens on County and provider staff; improve oversight and utilization of existing HP programs.	Fully implemented in 6 months.
4b	Building on existing HP programs and programs that were authorized in the County's FY 2016 budget, expand HP programs through a partnership between the County and the cities. Existing County funds would support referrals from the community; new County funds would be targeted to special needs populations (e.g. families with children with serious emotional disturbance) and/or be linked to the School Linked Services (SLS) initiative.	\$1.5M annually:  \$500K from the County, \$500K from the City of San Jose, \$500K from the other cities	The expanded program could serve 300 – 375 households annually. The program would be targeted to individuals	Target date for implementation would be July 1, 2017.
4c	Direct the Administration to conduct a multi-year evaluation of homelessness prevention programs.	\$200,000 (one-time)	Determine the effectiveness of HP programs and improve / develop local models.	External evaluators could be under contract within six months.

**Recommendation 5 – Expand the County’s Capacity Building Grant Program.** In FY 2015, the County established the Capacity Building Grant Program with \$600,000 in one-time funds. The program was established to help providers of shelters, homeless services and supportive housing to develop the skills, knowledge, infrastructure, and expertise that would make them competent and reliable partners as the County implements short-term and long-term solutions to homelessness, including expanding our supportive housing stock. These recommendations would restore program funding and expand program funding to support the development of innovative or hard-to-implement programs that address the short-term and long-term needs of homeless individuals and families.

#	Description	Est. Cost	Impact	Est. Timing
5a	Restore funding to support the original intent of the program, which was to help agencies: overcome operational or financial challenges; and, improve their long-term capacity to contribute to system improvement.	Ongoing allocation of \$500,000	Increase the number of stable supportive housing and homeless service agencies in Santa Clara County.	Funds would be available no later than October 20.
5b	<p>Increase the number of and geographic distribution of drop-in centers for homeless persons, providing them with access to food, mail, showers, restrooms and laundry facilities. These funds could also be used to bring additional mobile hygiene facilities to Santa Clara County.</p> <p><b><u>Potential sites for addition / expansion include:</u></b> the Grace Baptist Church in downtown San Jose, Santa Clara Adult Education in Santa Clara, the Gilroy Compassion Center, and the Opportunity Center in Palo Alto. Needs include services in East San Jose, West County cities, Mountain View, Milpitas and Sunnyvale.</p>	One-Time Allocation of \$1M which can be increased by contributions from cities.	Increase homeless persons’ access to basic services.	Funds would be available no later than October 20.
5c	Pilot innovative programs to increase employment, education and other wellness activities for homeless veterans, individuals and families who are participating in RRH or PSH programs.	Ongoing allocation of \$500,000	Increase self-sufficiency among program participants. Develop scalable models for employment and wellness.	Funds would be available no later than October 20.

**Recommendation Set 6 – Support the Development of Temporary and Permanent Housing Programs Using Unconventional Facilities and Structures.** These recommendations are intended to support the County’s short-term and long-term goals by helping the community pilot or determine the feasibility of unconventional shelter and housing programs including sanctioned encampments, tiny home villages and sanctuary shelter.

#	Description	Est. Cost	Impact	Est. Timing
6a	Provide funding to construct one “microhouse on wheels” as described by the Gilroy Compassion Center.	\$10K (one-time)	Provide the community for a prototype unconventional structure, which could also provide temporary shelter for 2 – 7 people.	Funds would be available no later than October 20. Delivery of prototype is TBD.
6b	Provide grant funding to qualified organizations to develop detailed proposals for temporary shelter sites using unconventional structures and programs (e.g., sanctioned encampments). Proposals should identify specific sites and identify and develop steps to overcome statutory and regulatory challenges	\$150K one-time.  (Follow on funding requests would be for development and services. Service costs could range from \$280K per unit per year to \$670K per unit per year.	Focus the community on specific proposals that could be implemented if land use and regulatory barriers could be overcome.	Funds would be available no later than October 20. Proposals would be submitted within 30 days after executing grant agreements.
6c	Provide grant funding to qualified organizations to develop detailed proposals for permanent or interim housing sites using unconventional structures and programs (e.g., tiny home villages). These programs would likely target participants of PSH programs. Proposals should identify specific sites and identify and develop steps to overcome statutory and regulatory challenges	\$150K one-time  (Follow on funding requests would be for development and services. Service costs could be as high as \$10K per unit per year).	Focus the community on specific proposals that could be implemented if land use and regulatory barriers could be overcome.	Funds would be available no later than October 20. Proposals would be submitted within 30 days after executing grant agreements.

#	Description	Est. Cost	Impact	Est. Timing
6d	Utilize faith-based facilities to provide temporary shelter / transitional housing to an individual or one family until they are able to obtain permanent housing. Individuals and families with minimal case management needs would be screened into this program.	\$200K ongoing for program coordination and case management;  \$500K one-time for facility needs	Approximately 25 – 40 households could be sheltered and supported at any one time.	Services could be contracted within 6 months. Shelter availability would depend on the willingness of faith-based organizations.

**Potential Sites for actions 6b and/or 6c include the following:**

- A San Jose-owned parcel near the Evans Lane transitional housing facility;
- A County (Park) owned parcel in South County at the corner of Church and New Avenues; the County would have to purchase this site from the Park Fund; and,
- The Ochoa Migrant Farmworker site.

The following sites were identified by the advocacy organization H.O.M.E.L.E.S.S. or the Gilroy Compassion Center

- CalTrans property under the Highway 101 and 280 interchange on Felipe Road in San Jose;
- George L. Richey U.S. Army Reserve site;
- A County (Roads) owned parcel in Sunnyvale at Fair Oaks and E. California Avenues; this site is currently being considered to temporarily host the North County Cold Weather Shelter Program;
- VTA's Capitol Station parking lot between Narvaez Avenue and CA-87;
- San Jose City property located on the corner of West Julian Street and Stockton Avenue;
- Union Pacific property located in between East Alma Avenue and East Humboldt Street in San Jose;
- Private property against Guadalupe Creek and Old W. Julian Street; and,
- Private property for sale in the San Martin area.
- County Park campgrounds are excluded as acceptable sites



**Recommendation 7 – Rapid Rehousing for Families with Children and Homeless Individuals.** These recommendations are intended to improve upon and expand the network of RRH programs for homeless families with children and for homeless individuals.

#	Description	Est. Cost	Impact	Est. Timing
7a	Implement a RRH program for families with children. This program would be closely coordinated with the CalWORKs Housing Support Program and Continuum of Care programs for families with children.	\$1M annually	60 – 100 households could be served annually.	Target an implementation date of July 1, 2017.
7b	Implement RRH programs for homeless individuals by created “coordinated entry” hubs at the Reentry Resource Center (RRC) and with the General Assistance (GA) office.  The hub at the RRC would build upon the existing reentry housing programs and could support discharge planning efforts. In addition to being a feeder into the shelter system, the hub at the GA office could support efforts to improve SSI Advocacy for disabled homeless persons.	\$2M annually	160 – 200 households could be served annually.	Target an implementation date of July 1, 2017.
7c	Direct the OSH to identify opportunities to link affordable housing units to RRH programs. Current opportunities exist with 45 units at the Sobrato Transitional Apartments in Gilroy and 24 units at Eight Trees Apartments in Sunnyvale.	\$3M one-time	Stabilizes the property and increases RRH families’ access to affordable housing units.	Target an implementation date of July 1, 2017.

**Recommendation 8 – System-Wide Improvements.** These recommendations provide the system of care with assets that would improve the effectiveness of all programs all existing and proposed programs.

#	Description	Est. Cost	Impact	Est. Timing
8a	Centralize landlord recruitment activities and coordinate directly with leads from San Jose, the VA Palo Alto Health Care System and the Housing Authority. This recommendation would add a position to the County OSH. This intended to increase the number of private property owners who are willing to accept subsidies and reduce the time it takes house individuals with tenant-based subsidies.	\$150K annually	Improved and more comprehensive affordable housing database; increased housing placement rates; consistent landlord engagement strategies across agencies.	A position could be hired within six months.

#	Description	Est. Cost	Impact	Est. Timing
8b	<p>Establish a countywide outreach and engagement team by adding 4 – 6 FTEs to the OSH. The team’s primary roles would be:</p> <ul style="list-style-type: none"> <li>• Case finding and registry creation</li> <li>• Providing or linking vulnerable individuals to shelter and medical or behavioral health services</li> </ul> <p>The team would:</p> <ul style="list-style-type: none"> <li>• Have some clinical capabilities</li> <li>• Have individuals with lived experience</li> <li>• Augment or work closely with VHHP and existing teams</li> <li>• And connect to specialty mental health programs when available</li> </ul>	\$660K annually	<p>A focused outreach team would:</p> <ul style="list-style-type: none"> <li>• Reduce the time between referral and connection to service team;</li> <li>• Develop a more comprehensive registry to support the coordinated system;</li> <li>• Enable providers to focus on case management, clinical services and housing retention.</li> </ul>	A full team could be hired by the end of FY 2016.

**Recommendation 9 –Communitywide Campaign to End Veteran Homelessness.** This set of recommendations is intended to provide the community with sufficient housing programs and support services to permanently house all homeless veterans. According to the VAPAHCS’ gap analysis, Santa Clara County needs 112 additional “units” of PSH and 123 “units” of RRH.

#	Description	Est. Cost	Impact	Est. Timing
9a	Increase ES and TH for homeless veterans at the Homeless Veterans Emergency Housing Facility (HVEHF) in San Jose. These services would be coordinated with existing ES and TH programs for homeless veterans.	<p>\$450,000 annually</p> <p>\$100K One-time costs (TBD).</p>	The community would be able to provide ES and TH to an additional 30 homeless veterans each night.	About 10 beds could be available by October 20.
9b	Implement a local PSH program for homeless veterans with disabling conditions and chronically homeless veterans. Since most of the veterans would be eligible for VA health care services, the local PSH would only provide case management.	<p>\$1.65M but could use 112 x Section 8 vouchers</p> <p>\$1.1M annually for case mgt. and other services</p>	Over 2 – 3 years an additional 112 disabled homeless veterans would be housed.	Target an implementation date of July 1, 2017.

#	Description	Est. Cost	Impact	Est. Timing
9c	Implement a RRH program for homeless veterans. This local program could augment the federal Supportive Services for Veteran Families (SSVF) program and could provide services not available to SSVF such as motel vouchers.	\$800K per year for three years	Over three years, 123 homeless veterans and their families would be permanently housed.	Target an implementation date of July 1, 2017.
9d	Provide staff support to the campaign by adding one Care Coordination position to the OSH and providing funding to Destination: Home (D:H) as the CoC Board.	\$300K annually	Lead, organize and report on the effectiveness of the campaign.	Funding for D:H and the OSH position could be in place within 6 months.
9e	Request that the Board of Supervisors, the Housing Authority and all cities support an increase to the HUD VASH payment standard.	NA	If approved by HUD, would make all HUD VASH more usable in Santa Clara County.	Unknown
9f	Request that the VAPAHCS discuss the lessons learned from the 17 Community Resource and Referral Centers that are being piloted across the country so that the local community may consider improvements to service delivery.	NA	Could identify ways to improve service delivery for homeless veterans.	Unknown